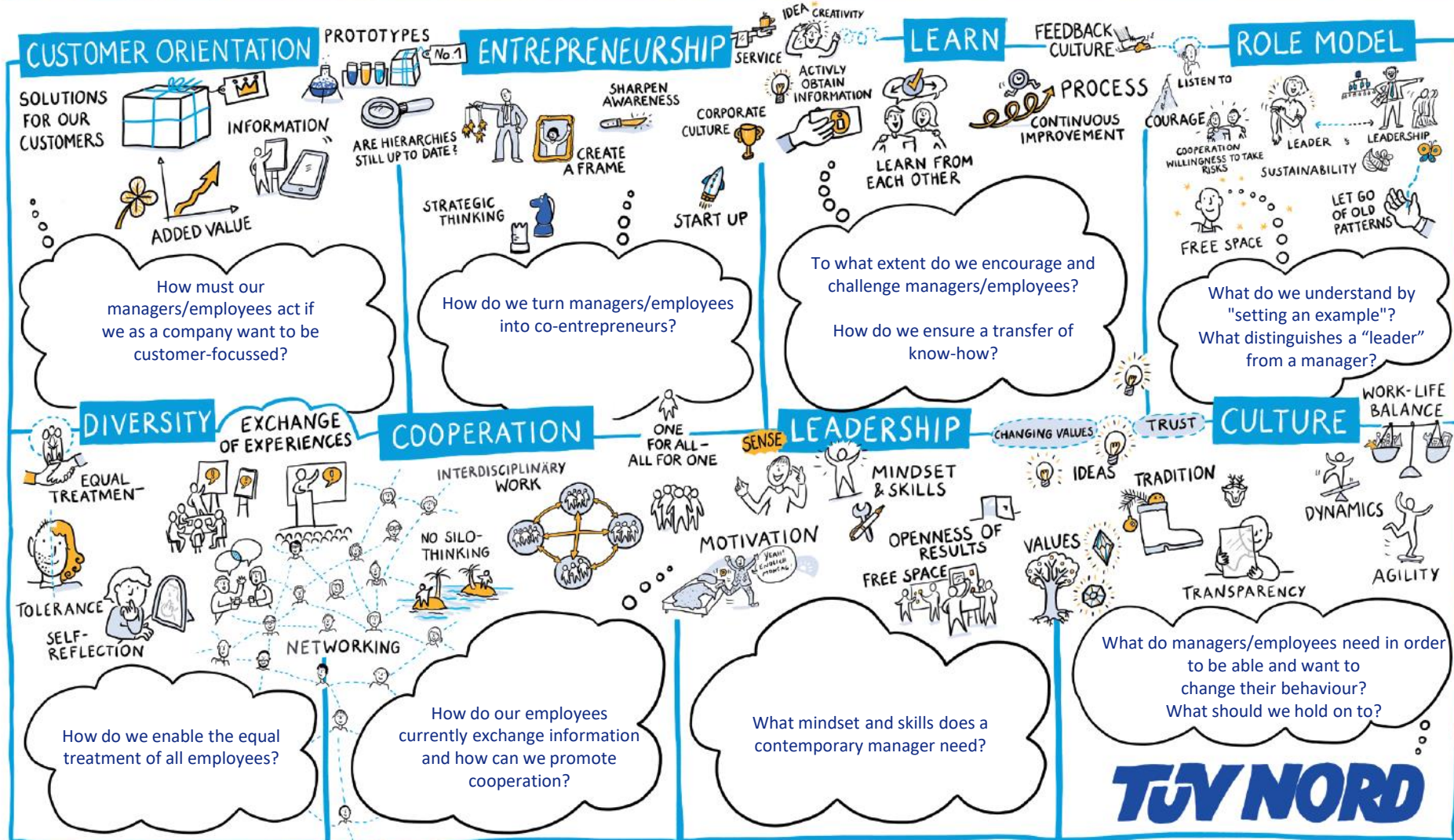



Of Anchors and Wings

LEADERSHIP GUIDELINES

TRANSLATION INTO EIGHT FIELDS OF ACTIVITY



PRESENTING THE BEST PRACTICE APPROACH

<p>TITLE Give your best practice approach a concise title (name, slogan, ...)</p>	<p>Of Anchors and Wings</p> <p style="text-align: right;"> About us - Seite 17</p>
<p>CHARACTERISATION Describe the best practice approach in more detail here. You may also submit supporting documents, image material or videos.</p>	<p>To implement the management guidelines, the two TNM departments, Real Estate and Calibration Laboratory, organised a joint workshop, divided into two groups, with the focus on "Improvement potential to increase customer satisfaction". The two department heads Dietmar Müller and Dr Malte Sommer cooperated for this purpose in order to achieve the greatest possible diversity among the participants. Only the "anchors" (time frame, structure of the presentation of results, etc.) were specified for the joint and mixed workshop. For the selection of the topics related to the leadership guidelines, the participants were given "wings" with which they could take a helicopter view of the topics they had chosen themselves. Topics such as process optimisation, communication with the customer and the presentation of one's own department as an internal service provider were chosen and solutions were developed. The results were then discussed together, presented at the department meeting and implemented in everyday life. In this way, the employees were able to experience appreciation, to shape and co-determine themselves and to be inspired for these tasks in this way. At the same time, customer orientation was improved through innovative approaches. Translated with</p>

At a later stage during the award process, your presentation will be published in our internal communication.

THE TEAM

MANAGER	Müller, Dietmar, dmueller@tuev-nord.de, Abteilungsleiter, TÜV NORD Mobilität, Abteilung Liegenschaften Sommer, Malte, masommer@tuev-nord.de, Abteilungsleiter, TÜV NORD Mobilität, Abteilung Kalibrierlabor
TEAM MEMBERS (direct reports, persons involved in the best practice approach, ...)	Aydogar, Christiane Bollmann, Kevin Hebestreit, Angelika Kalender, Janine Kochon, Jessica Kunze, Stefan Neuert, Michael Schulz, Martin Schweer, Christian Sonnenberg, Karl-Heinz Zwick, Thomas
CREATORS OF THE APPLICATION (Persons involved in creating the description of the best practice approach)	Kunze, Stefan, stkunze@tuev-nord.de, stellv. Leiter Kalibrierlabor, TÜV NORD Mobilität Müller, Dietmar, dmueller@tuev-nord.de, Abteilungsleiter Liegenschaften, TÜV NORD Mobilität Schulz, Martin, martischulz@tuev-nord.de, Sachbearbeiter Prüfamtverwaltung Liegenschaften, TÜV NORD Mobilität Sommer, Malte, masommer@tuev-nord.de, Abteilungsleiter und Leiter Kalibrierlabor, TÜV NORD Mobilität

CONTRIBUTION OF THE BEST PRACTICE APPROACH AS A WHOLE

IMPLEMENTATION

Please describe how the best practice approach was introduced and implemented in your everyday work.

Anchor: overall time target of 3 months after kick-off, feedback meetings every 4 weeks, method from TNM master plan "Objectives and Keyresults", max. 90 minutes per meeting.
Wings: free choice of topics within the focal points of leadership guidelines, provision of appropriate resources, motivation "Think like a customer".

IMPACT

What noticeable positive difference does this make in how the team works together, and/or in the cross-team cooperation?

Creative shaping of cooperation with a "look beyond the end of one's nose".
Strengthening the interdepartmental team spirit
Promoting innovative thinking from the employees' perspective
No-pressure working for an open error culture

ADDED VALUE

What benefit results from this for TÜV NORD and for our customers as a whole?

Successful implementation of a new leadership culture
Increased appreciation of employees through new areas of responsibility, e.g. temporary leadership roles
Customer satisfaction through transparency, communication, innovation and process optimisation

CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

WHICH MANAGEMENT GUIDELINES DOES YOUR BEST PRACTICE APPROACH SPECIFICALLY REFLECT?

Please mark one or more guidelines.



The focus is on our customers



Our employees are the key to success



Our integrity is the basis of all we do



Our diversity opens up new opportunities



Our culture of innovation points to the future

Note:

The evaluation will only take the marked guidelines into consideration.

The number of guidelines selected brings no advantages or disadvantages.

In the following, please write one profile each describing the contribution of the best practice approach to the *selected* guidelines!

CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

MANAGEMENT GUIDELINE	THE FOCUS IS ON OUR CUSTOMERS A LEADER ensures the focus is on the customer, and consistently acts in the interests of customers and their requirements
How does the best practice approach make the management guideline tangible in real terms?	Through the "Think like a customer" workshop approach, employees were encouraged to put themselves in the customer's perspective.
What practical things do you do to implement the management guideline in your everyday work?	In everything we do, employees should try to take the role of the customer and put this at the centre of their approach. This ensures that processes are incrementally optimised to improve customer satisfaction.
What positive effects result from this?	Communication with internal and external customers was significantly improved and the transparency of the required process steps was increased. Customer feedback reflects the positive development.

CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

MANAGEMENT GUIDELINE	OUR EMPLOYEES ARE THE KEY TO SUCCESS A LEADER: <ul style="list-style-type: none">- gets employees engaged and generates enthusiasm for forthcoming tasks- ensures employees understand their personal contribution to the success of the team and the company- takes responsibility for the image of TÜV NORD GROUP as an employer
How does the best practice approach make the management guideline tangible in real terms?	Through the leadership approach of "anchors and wings", employees were inspired to take a helicopter view to promote holistic thinking and personal contribution to the success of the company.
What practical things do you do to implement the management guideline in your everyday work?	Promote innovative, creative approaches, allow mistakes and derive potential for improvement from them. Through individual support and encouragement, freedom is created and resources are made available to make the best possible use of the employee's respective strengths.
What positive effects result from this?	Employees feel more valued for having made a direct personal contribution to the success of the department and thus the company. Customer feedback is an additional motivator.

CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

MANAGEMENT GUIDELINE	OUR INTEGRITY IS THE BASIS OF ALL WE DO A LEADER leads the way as a role model, and acts with personal authenticity and integrity
How does the best practice approach make the management guideline tangible in real terms?	The two requirements of customer satisfaction and legal requirements result in a special focus on the integrity of our actions. In order to achieve the best possible customer satisfaction through the performance of our services, all legal and normative requirements must be met in full.
What practical things do you do to implement the management guideline in your everyday work?	Obtain feedback from clients and staff on a regular basis and promote an open communication culture, e.g. by sharing experiences, workshops, etc.
What positive effects result from this?	Through the resulting own high quality standards, the reputation with customers, regulators, accreditation bodies, supervisory authorities and in the market is constantly increased.

CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

MANAGEMENT GUIDELINE	OUR DIVERSITY OPENS UP NEW OPPORTUNITIES A LEADER: <ul style="list-style-type: none"> - promotes diversity and utilises the opportunities that result - sees internationalisation of the TÜV NORD GROUP as an enhancement, - and promotes communication between different countries and divisions
How does the best practice approach make the management guideline tangible in real terms?	By selecting the workshop participants, a heterogeneous group was formed in order to obtain the broadest possible spectrum of perspectives.
What practical things do you do to implement the management guideline in your everyday work?	Through cooperation between the two departments, it was possible to create interdisciplinary cooperation "at eye level". Employees of different age groups, areas of responsibility, qualifications and company affiliation benefit from the different experiences.
What positive effects result from this?	Reduction of "operational blindness" through symbiosis of different experiences and "carefree fresh wind".

CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

MANAGEMENT GUIDELINE	OUR CULTURE OF INNOVATION POINTS TO THE FUTURE A LEADER: <ul style="list-style-type: none"> - is willing to change, creating space for and encouraging innovation - communicates to employees the background and objectives of forthcoming changes - makes decisions, acts in a goal-oriented manner, and generates high added value
How does the best practice approach make the management guideline tangible in real terms?	Employees are allowed to try things out, make mistakes, implement results and receive direct feedback.
What practical things do you do to implement the management guideline in your everyday work?	For employees, the best-practice approach "Of Anchors and Wings" creates a creative working environment in which they can continuously experience the culture of innovation.
What positive effects result from this?	Continuous change management is an innovation driver for us. Thanks to positive feedback from our employees and customers, another workshop has already been organised. In this way, innovations and changes can be established and further promoted in our everyday work.